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12 SEP 1974

MEMORANDUM FOR: Chief, Plans Staff  
Office of Personnel

SUBJECT : Review of Draft Guidance on Mobility

REFERENCE : Your memo, dtd 28 Aug 74, Same Subject

1. We have reviewed your draft paper concerning guidance on mobility and we are in general agreement with your views regarding the value of mobility and the need for some kind of forum to assure that developmental assignments can be made available for designated individuals.

2. We do have some reservations concerning the options provided for Directorate policies. For the reasons stated below, we do not think that Senior Personnel Resources Boards will necessarily assure the success of either inter-Directorate or intra-Directorate rotational programs. This approach, as you know, has been tried in past years with little appreciable success. The Director's New Approaches to Personnel Management within the Agency have focused particular attention on the desirability of inter-Directorate rotation, and the reporting mechanism of the Annual Personnel Plan and its post-audit review should assure compliance with the Director's instructions.

*I'm not aware that this has been done within Directorates. There was an inter-Directorate group that never built up any momentum*

3. In this Directorate, we have approached the question of inter-Directorate rotation in terms of coordinated program development with the senior staffs of other Directorates. For example, the Intelligence Directorate is the organization most likely to provide the best professional experience for rotating members of this Directorate and, we think, vice versa. We have established the beginnings of such a program with the PDI's administrative office. The DDI has provided us with a list of those overseas stations and bases where he thinks his analysts can contribute the most, and get the most out of, detailed tours of duty as reports officers. In turn, the DDI has given us job descriptions of analyst positions in the offices of Current Intelligence, Political Research, and Strategic Research against which we may nominate designated officers for tours of duty. The chiefs of our Divisions and Staffs have been

*Have they nominated officers?  
Have they given the DDI a list of positions which DDI can fill?  
DDI says DDO has done nothing*

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drawn into this planning and our Evaluation Boards and their permanent staffs are playing their part under the requirements of the Personnel Development Program. In this Directorate, we feel that these staffs and boards are better prepared to run such a program and to monitor its results than either the Senior Personnel Resources Board or an Agency Supergrade Review Board. We note that you, too, are aware of the disadvantages of relying too heavily on senior level officers for the time-consuming tasks of arranging inter-Directorate assignments.

Who makes  
up Senior  
Personnel  
Resources  
Board

4. We should like to note that in FY74 a total of 32 officers from other Directorates were assigned to serve rotational tours with us, and a total of 30 of our careerists were assigned to other Directorates (detailees to OTR not included). Including those assignments made prior to FY74, we currently have a total of 62 non "D" careerists in "D" slots and a total of 52 "D" careerists assigned to non "D" positions. It is our policy to continue this program, and expand it on a one-for-one basis. This has been reported in our Annual Personnel Plan for FY75.

What is the  
percentage?  
Does DDO feel  
that it's enough?  
Why?

5. On the question of intra-career rotational assignments, we see little need to change current practices because of the large number of such assignments that naturally exist within this Directorate. Last fiscal year, we had a total of 766 rotational assignments in and out of our Directorate components.

This policy will  
create a problem  
trying to place people  
where needed, DDO will  
need officers from DDI but DDI  
must not need DDO officers  
& vice versa

6. In summary, we do not see the need for Agency committees to take an active part in inter- and intra-Directorate rotation; the development of models for such rotation, because of those disadvantages mentioned in your paper; nor the designation of officers as "Assistants To" senior Directorate officers, as this carries overtones of make-do work where work requirements did not previously exist.

What is the  
number across  
"Home Base" lines?

7. We would prefer to continue our programs within the format of our Evaluation Board System and the responsibilities of the DDO Career Management Group, reporting our annual goals to the Director under the guidelines of the Annual Personnel Plan and the Personnel Development Program with appropriate post-audit reviews to determine the measure of our success in attaining these goals.

Chief, Career Management Group

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